



EXIT INTERVIEW PROCEDURE

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REVISIONS

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1. Introduction

- 1.1. Employees are the Trust's most valuable resource and the ability to retain good employees is very important. This procedure sets out an approach to identifying why people decide to leave the Trust so that any workplace problems can be identified and addressed.
- 1.2. People choose to leave their employer for many different reasons. Sometimes the nature of the job or rate of pay may have a bearing, sometimes a more challenging or interesting job may become available, sometimes a change in personal circumstances is the main reason for the decision. Whatever the reason, the Board of Trustees should be aware of how the Trust is viewed as a place to work. The usual ways of gaining this information are:
 - Annual Employee Survey
 - Exit Questionnaire (Appendix A)
 - Exit Interviews
- 1.3. The information gained from the sources identified above will help to inform policy making for the future. Specifically, the Trust can use data gained from exit interviews and questionnaires to:
 - Identify any 'hidden' reasons for leaving, e.g. unresolved grievances, behaviour of any individuals, workload imbalances, lack of career development, etc.
 - Identify themes in reasons for resignation and then develop strategies to minimise labour turnover.
 - Identify morale issues and/or concerns about management style or organisational culture.
 - Review the job role and accountabilities.

- Monitor and review the effectiveness of the Trust's recruitment and selection policy.
- Promote the image of OWN Trust as a good place to work.
- In some circumstances, seek to persuade the employee to re-think their decision to leave the Trust.

2. Objective

2.1. The procedure aims to provide:

- A consistent approach to the use of exit questionnaires across the Trust.
- Guidance on how and when to use an exit questionnaire.
- Guidance on how to conduct an exit interview.

3. Scope

3.1. The procedure applies to all Trust employees who leave voluntarily. Exit interviews should not be carried out with employees who:

- Have been dismissed on capability or disciplinary grounds.
- Leave as a result of compulsory redundancy, ill health retirement or under a settlement agreement.

4. Exit Questionnaires

4.1. When an employee's resignation is received, an invite to complete an exit questionnaire may be sent to the employee from the Trust HR Officer. Please see Appendix A for a model letter and questionnaire.

4.2. Information supplied by an individual employee must remain confidential unless the employee gives their consent for its release. Completing the questionnaire should be a voluntary exercise and employees should not be compelled to send in their response.

4.3. In addition to the exit questionnaire, a face-to-face exit interview will also be offered. This will give the employee the opportunity to discuss their reasons for leaving and express any comments, positive or negative, about the Trust as an employer. The employee should be encouraged to suggest ways in which improvements might be made for the future benefit of the Trust or other employees.

4.4. A summary of content may be shared with the Headteacher of the relevant school, with the employee's consent.

5. Exit Interviews

- 5.1. Where the employee requests or agrees to an exit interview, the Trust HR Officer should make arrangements for this to be conducted before the employee leaves the Trust's employment.
- 5.2. The interviewer should:
 - 5.2.1. Conduct the meeting in private.
 - 5.2.2. Explain that details of the interview will not be used for any purpose other than monitoring the Trust's performance as a good employer and will not be attributed to them unless they request otherwise.
 - 5.2.3. Ask for consent to hold the information securely for no more than six months at which time it will be confidentially destroyed.
 - 5.2.4. Go through the exit questionnaire. Focus on the facts and offer no opinions, (i.e. remain impartial at all times). Employees participate in exit interviews on a voluntary basis; therefore, employees should not be pressured to answer questions to which they do not wish to respond.
 - 5.2.5. Consider, after the interview, whether any issues may need to be investigated under another procedure, e.g. harassment, whistleblowing, grievance or disciplinary procedures. If that is the case, then consult EPM as soon as possible.

6. Records

- 6.1. Copies of exit questionnaires and notes taken during exit interviews should be retained, with the employee's express consent, securely for a maximum period of six months, after which they must be destroyed as confidential waste. The contents of questionnaires and interviews must not be used in any references provided by the Trust for potential employers.

7. Links to Other Procedures

- 7.1. If it becomes apparent that the employee's reasons for leaving are related to discrimination or harassment that they have experienced, or if the employee is aggrieved, then EPM advice should be sought.

Appendix A: Model Letter and Exit Questionnaire

[Date]

Strictly Private and Confidential

[Address]

Dear [name of employee]

Further to your resignation, please find enclosed an Exit Questionnaire, which I would be grateful if you would complete and return to me.

The purpose of the questionnaire is to seek your views about the School, and the wider Trust, as a place to work. The information that you provide will help the Executive Team and the Board of Trustees to review, update and/or replace, as appropriate, existing employment policies, procedures and practices. We value your honest feedback in order to help us continually improve in these areas.

The questionnaire is confidential. Your responses will not be used in any way that can be attributable to you. Your questionnaire will be destroyed as confidential waste not later than six months after you have left the Trust.

You may wish to have an exit interview as well as, or instead of, completing the questionnaire. Please let me know your preference.

Thank you for your assistance with our exit questionnaire and best wishes for the future.

Yours sincerely

Trust HR Officer

For and on behalf of OWN Trust

Confidential Exit Questionnaire

Section One: About you	Comment
Name (Optional):	
Job Title:	
If school based, which school:	
Length of service:	

Section One: About your job	Comment
Were the duties of your job clearly defined?	
Did you have an up to date job description?	
Did your salary reflect your duties and level of responsibility?	
What did you enjoy most about your job?	
What did you dislike most about your job?	

Section Two: Working relationships	Comment
How would you describe your working relationships with:	
Your line manager/supervisor	
Colleagues in your team	
Other employees at the school (if school based)	
Other employees within the Trust	
School Governors	

Trustees	
External bodies or agencies	
Other comments	

Section Three: Career progression and Development	Comment
How would you describe your career progression and development?	
Did you have regular supervision meetings with your line manager?	
How would you describe the opportunities provided to you to discuss your career progression and development?	
Did you have child protection training?	
Were appropriate training and development opportunities made available to you?	

Section Four: Organisation Culture	Comment
Do you feel the School's/Trust's priorities were made clear to you during your employment?	School:
	Trust:
Do you feel appropriate communication channels exist within the School/Trust and that you are updated with the information you need to do your job?	School:
	Trust:
Did you feel part of a team during your employment?	School:
	Trust:
	School:

Did you feel valued for the contribution you made towards the School / Trust?	Trust:
Do you feel that an open-door policy exists where concerns can be raised?	School:
	Trust:
Are you aware of the policies and procedures that exist in order for you to raise any concerns, e.g. - grievance, whistleblowing, bullying and harassment?	
Have you ever witnessed or been subject to behaviour that could be considered to violate someone's dignity or where an offensive environment has been created?	
Do you consider the working environment to be one where employees are treated with respect and the demands placed upon them are reasonable?	

Section Five: Your Reasons for Leaving

Please indicate from the list below your reasons for leaving, by ticking **all** boxes that apply.

Another job with better conditions of service and pay		Poor or deteriorating health	
Career change/development		Job not as expected	
New job offers better promotion opportunities		Voluntary redundancy	
To attend further/higher education		Retirement	
Domestic commitments/personal circumstances		Decision not to return following maternity leave	
Leaving area/region		Workload pressures/stress	
Relationships with colleagues		Relationship with your line manager	
Other - please describe:			

